

Appendix: 2011-13 Strategic Plan Project List

GOAL 1: Conserve and protect native fish and wildlife.

Goal 1 — Objective A Enhance conservation practices to improve protection and restoration of fish, wildlife and habitat.			
1. Promote compliance with natural resource laws.	Complete a comprehensive statewide inventory of known captive wildlife/animal facilities including locations with mute swans (excluding licensed game farms, wildlife rehabilitators, and AZA accredited entities).		
	ENF	Bruce Bjork	Eric Anderson, Sean Carrell 07/31/2012
	Enhance Aquatic Invasive Species (AIS) prevention and enforcement by July 31, 2012.		
	ENF	Bruce Bjork	Eric Anderson 07/31/2012
2. Identify and implement hatchery reform actions to reduce risks to native salmon and steelhead.	Complete for all Puget Sound watersheds, action plans that systematically implement hatchery reform as part of a comprehensive, integrated (all-H) strategy, including the identification of Wild Stock Management Zones (Hatchery and Fishery Reform Policy).		
	Fish	Jim Scott	Heather Bartlett 06/30/2012
	Implement improved broodstock management for hatchery programs consistent with the goal of achieving the HSRG broodstock standards for 100% of the hatchery programs by 2015 (Hatchery and Fishery Reform Policy).		
	Fish	Jim Scott	Heather Bartlett 06/30/2012
	By August 31, 2012, with the Fish Program, identify areas of physical change needed to comply with juvenile and adult passage requirements in HSRG recommendations, develop a long range plan for implementation and include implementation steps into the 10 year capital plan.		
	CAMP	Bill Phillips	Glenn Gerth 08/31/2011
3. Ensure fishery impacts on native fish are reduced to levels consistent with conservation goals.	Complete all 2011-2013 benchmarks assigned to the Fish Program for the Wild Fish Populations, Fisheries/Harvest, and Comanagement key result areas (21st Century Salmon and Steelhead).		
	Fish	Jim Scott	Jim Scott 06/30/2013
	Initiate a public process leading to the implementation of fishing rules necessary for the conservation of groundfish in Puget Sound (Puget Sound Groundfish Management Plan).		
	Fish	Jo Wadsworth	Craig Burley 03/30/2012
	Implement new fishing rules and ensure impact reduction targets are achieved for recreational and commercial fisheries for Puget Sound rockfish (Puget Sound Rockfish Conservation Plan).		
	Fish	Jo Wadsworth	Craig Burley 03/30/2012
	Implement mark-selective fisheries consistent with the Hatchery and Fishery Reform policy and the schedule for “full implementation” of mark-selective fisheries (Hatchery and Fishery Reform Policy).		
	Fish	Jim Scott	Jim Scott 06/30/2013

4. Initiate new and enhance existing partnerships with conservation and other organizations to help conserve Washington's fish and wildlife.	Develop general outreach activities for engaging partners in the agency conservation initiative.			
	DO	Dave Brittell	Madonna Luers	09/01/2011
5. Complete and implement the highest priority conservation actions.	Develop and implement a policy/procedure to ensure proposed changes in land use and restoration activities are reviewed for impacts to internal and external stakeholders.			
	CAMP	Bill Phillips	Bill Phillips	06/30/2012
	Update the Lands Acquisition Policy to reflect changes in process to public outreach and coordination and internal and external review and prioritization by January 2012.			
	WILD	Nate Pamplin	Jennifer Quan	01/31/2012
	Complete revisions to the draft Gray Wolf Conservation and Management Plan/EIS as a result of the blind peer review and public comments received. Present final recommendation to the Fish and Wildlife Commission in August 2011.			
	WILD	Nate Pamplin	Rocky Beach	08/31/2011
	Complete an independent review of two key fishery management topics to ensure science-based protocols for data collection and analysis (Puget Sound recreational fishery sampling and non-lethal methods for groundfish/rockfish stock assessment).			
	Fish	Jim Scott	Craig Burley	06/30/2012
	Complete fieldwork and initiate analysis to estimate the abundance of rockfish in Puget Sound as a step towards defining goals for healthy stocks (Puget Sound Rockfish Conservation Plan).			
	Fish	Jo Wadsworth	Craig Burley	03/31/2012
	Initiate scoping discussions with the tribes, other organizations and agencies and develop a proposed process to create and implement a science-based system of marine reserves (Puget Sound Rockfish Conservation Plan).			
	Fish	Jo Wadsworth	Craig Burley	03/31/2012
	Provide to the Director and Fish and Wildlife Commission a report on at-risk stocks of wild steelhead, including a summary of limiting factors and recommended management actions (Statewide Steelhead Management Plan).			
	Fish	Jim Scott	Ken Warheit	02/28/2013
	Develop a management plan for white sturgeon above McNary Dam.			
	Fish	Jim Scott	John Whalen	03/31/2012
	Revise the draft Wildlife Area Habitat Conservation Plan (HCP) based on input from U.S. Fish and Wildlife Service (USFWS) and the National Marine Fisheries Service (NMFS). Assist USFWS and NMFS in completing draft and final EIS for the Wildlife Area HCP by December 31, 2013.			
	WILD	Nate Pamplin	Jennifer Quan	12/31/2013

Goal 1 — Objective B				
Increase protection and restoration of ecosystem functions.				
1. Implement, and coordinate with partners on, a climate change initiative to conserve fish and wildlife biodiversity.	Complete an assessment of the vulnerability of priority species to climate change.			
	Fish	Jo Wadsworth	Ken Warheit	06/30/2012
	Lead a state-wide integrated adaptation strategy to conserve fish and wildlife biodiversity in response to a changing climate.			
	HAB	Lisa Veneroso	Lynn Helbrecht	12/31/2011
2. Improve compliance and effectiveness of the HPA program .	Continue instituting policy, administrative and on the ground improvements to the effectiveness of the HPA program in protecting fish life while building credibility among applicants through regulatory certainty and consistency.			
	Implement at a pilot level (2 – 3 dedicated staff) a comprehensive HPA compliance monitoring program.			
	HAB	Lisa Veneroso	Jeff Davis	12/31/2011
3. Minimize impacts to fish, wildlife and their habitats from traditional and new, green energy projects.	Provide fish and wildlife consulting services to EFSEC and local governments throughout their site certification process for wind energy projects to help ensure implementation of the 2009 Wind Power Guidelines.			
	HAB	Lisa Veneroso	Travis Nelson	06/30/2013
	Work with proponents of hydrokinetic energy (e.g., Snohomish County PUD) and solar energy projects to develop monitoring methods and benchmarks to measure potential impacts and ensure adequate mitigation.			
	HAB	Lisa Veneroso	Travis Nelson	06/30/2013
4. Promote ecosystem management to achieve conservation goals.	Implement an agency level conservation initiative to expand ecosystem management state wide.			
	DO	Dave Brittell	John Pierce, Tim Quinn, Ken Warheit	07/31/2012
5. Successfully implement WDFW's near term actions as identified in the Puget Sound Partnership's Action Agenda.	By June 30, 2013, successfully implement high priority Puget Sound Partnership Near-Term Actions for which WFDW is lead or has a significant contribution.			
	HAB	Lisa Veneroso	Margen Carlson	06/30/2013
	By June 30, 2012, demonstrate the successful initiation of the implementation of marine and nearshore strategies to protect and restore Puget Sound as a result of the Cooperative Agreement with EPA.			
	HAB	Lisa Veneroso	Margen Carlson	06/30/2013

6. Protect fish, wildlife and their habitats by providing the best available science to inform local government and others' decision-making.	Provide review services and science-based support for the development of local growth management and shoreline management plans, ordinances, and programs. Priority given to urban growth area (UGA) expansions, county critical areas ordinance 7-year updates, county shoreline master program updates, county comprehensive plan 7- year updates, 10-year UGA updates, and county rezones from resource lands to more intensive land use (e.g. forest land conversion) .			
	HAB	Lisa Veneroso	Katie Knight	06/30/2013
	(1) Complete watershed characterization assessment for Puget Sound counties to identify areas with the greatest biodiversity and implement results for local governments by June 30, 2012.			
	HAB	Lisa Veneroso	Tim Quinn, Katie Knight	06/30/2012
7. Maintain and restore salmonid populations through fish passage, screening and habitat restoration.	Complete 40 fish passage scoping reports for WSDOT barriers (80/biennium). Complete physical surveys on 80 miles of streams per year to inventory and prioritize barriers for correction.			
	HAB	Lisa Veneroso	Dave Price	12/31/2012
Goal 1 — Objective C				
Enhance and improve land and water stewardship to meet conservation goals.				
1. Ensure department lands, fishways, screening structures, water intakes, dams and dikes are compliant with regulations.	By February 29, 2012, develop a communication tool and associated policy that ensures internal and external stakeholders affected by changes to existing structures or the installations of structures are consulted and all impacts evaluated.			
	CAMP	Bill Phillips	Glenn Gerth	02/29/2012
2. Provide sound management of department lands and access sites.	Define ecological integrity standards for all owned and managed habitat lands, incorporate them into wildlife area management plans and add them to WDFW's proposed Habitat Conservation Plan for wildlife areas by December 2013.			
	WILD	Nate Pamplin	Jennifer Quan	12/31/2013
	Fully implement the investment plan using Discover Pass revenues to achieve improved operations and maintenance at wildlife areas and water access sites by June 30, 2013.			
	WILD	Nate Pamplin	Jennifer Quan	06/30/2013
3. Preserve and enhance agency water rights and usage that balances working landscape, instream flow, and hatchery needs.	Complete inventory of department water rights and develop strategy to preserve and enhance usage.			
	HAB	Lisa Veneroso	Tera Hegy	12/31/2013
	Pursue opportunities associated with the Columbia River Water Treaty and the potential to address critical instream flow issues in the Columbia River tributaries.			
	DO	Phil Anderson	Dennis Beich	07/31/2012

GOAL 2 : Provide sustainable fishing, hunting and other wildlife-related recreational experiences.

Goal 2 — Objective A Increase the economic benefits and public participation derived from sustainable fish and wildlife opportunities.				
1. Seek partnerships and increase awareness of opportunities for fish and wildlife and other related recreational experiences.	Solicit input and develop hunting season recommendations for the next three year package (2012-2014). Include in this hunting season package a review of WACs for language clarification and necessity. Complete package for presentation to the Fish and Wildlife Commission by May 2012.			
	WILD	Nate Pamplin	Dave Ware	05/31/2012
2. Develop and implement fishing gears and techniques that reduce the incidental fishing mortality and stocks of conservation concern.	Test and report on the effectiveness of at least two types of alternative commercial fishing gear in capturing hatchery salmon and releasing naturally-produced salmon in the lower Columbia River, including estimation of post-release survival rates (Hatchery and Fishery Reform Policy).			
	Fish	Jim Scott	Patrick Frazier	03/31/2012
3. Increase public participation and economic benefits of commercial and recreational fishing by developing promotional partnerships, expanding sustainable fishing opportunities, and optimizing the use of hatchery programs.	Implement a hatchery stocking plan for trout and warmwater that promotes increased public participation.			
	Fish	Jim Scott	Heather Bartlett	02/29/2012
	Implement a marketing plan for trout and warmwater fisheries in Washington State.			
4. Increase access to private lands to enhance hunting and wildlife viewing opportunities.				
	Develop a reservation system to help create and manage special hunter opportunities with a focus on private lands under agreement with WDFW and priorities for quality waterfowl, pheasant, and other limited hunting opportunities by July 2013.			
	WILD	Nate Pamplin	Dave Ware	07/31/2013

GOAL 3: Use sound business practices, deliver high-quality customer service.

Goal 3 — Objective A Maintain high-quality customer service aligned with agency priorities and capacities.				
1. Enhance public communications and customer service through the WDFW website and social media.	Continue to improve customer and stakeholder communications through emerging social media and technology opportunities.			
	DO	Margaret Ainscough	Doug Hoyer	06/30/2013
	Develop and implement technology-enhanced service and product-delivery methods that are user friendly, searchable and accessible by current mobile technology devices.			
	Fish & WILD	Jim Scott, Nate Pamplin	Brody Cox, Dave Ware	06/30/2013
2. Engage stakeholders and other citizens through proactive outreach efforts.	Continue HPA viewer pilot with tribes & expand use to other parties as resources allow.			
	HAB	Lisa Veneroso	Jeff Davis	12/31/2012
	Engage citizens through outreach efforts including public roundtable discussions, volunteer programs and use of social media.			
	DO	Margaret Ainscough	Madonna Luers	07/31/2012
	Collect and evaluate customer feedback on agency quality of service delivery and apply learning to improve services.			
	DO	Joe Stohr	Jaïr Reitsma	12/31/2011
Goal 3 — Objective B Improve business systems.				
1. Ensure resources are focused on highest priorities through budget and strategic planning processes, including the agency conservation initiative.	By December 31, 2011, develop and implement a cost allocation model that fairly allocates costs and administrative charges proportionately across the agency.			
	TFM	David Giglio	Kim Hoang	12/31/2011
	By December 31, 2011, develop and implement an IT project governance and methodology to effectively identify, describe, prioritize, and execute projects to ensure shared IT resources are appropriately applied to agency priorities.			
2. Develop and maintain effective business and performance management systems and practices.	TFM	David Giglio	Michael DeAngelo	12/31/2011
	Implement phase II of the CODY records management system project, to include computer-aided dispatch, automated vehicle location (AVL), mapping, and investigations.			
	ENF	Bruce Bjork	Garret Ward	06/30/2013
	Develop and implement an effective performance measures tracking and reporting system that includes management review by July 31, 2011.			
	DO	Joe Stohr	Jaïr Reitsma	07/31/2011

	Conduct annual reviews of the Agency Strategic Plan for progress monitoring and project updates for consistency with agency priorities and compatibility with agency capacity by October 1, 2011.	DO	Joe Stohr	Jair Reitsma	09/30/2011
	By December 31, 2011, develop and implement an annual report process that summarizes agency activities, revenues, and expenditures, to assist stakeholders in understanding where the funding comes from and where it goes.	TFM	David Giglio	Kim Hoang	12/31/2011
	Develop a new effective and efficient interactive licensing system that meets the agency's business requirements and is supported by a vendor who has demonstrated excellent past performance and is committed to adapt to the agency's future needs.	TFM	David Giglio	Bill Joplin	06/30/2012
	Develop three additional RoIP base stations to increase communication/dispatch services between field and WILDCOMM (Ephrata, La Conner, Walla Walla).	ENF	Bruce Bjork	Steve Crown	06/30/2012
Goal 3 — Objective C					
Effectively and efficiently manage agency assets.					
1. Ensure resources are focused on the highest priorities through effective asset management.	By June 30, 2012, develop a plan that identifies the physical needs, implementation steps and a funding strategy for of the department in terms of capital improvements and operating/maintenance costs.	CAMP	Bill Phillips	Glenn Gerth	06/31/2012
2. Develop and maintain an effective approach to addressing the departments deferred maintenance backlog.	Update and maintain the department's condition assessment to reflect department needs for high priority maintenance.	CAMP	Bill Phillips	Michael DeLaCruz	09/30/2011
	On a biennial basis, develop a funding strategy to address back log reduction and preventive maintenance.	CAMP	Bill Phillips	Glenn Gerth	09/30/2011
	Develop a coordinated approach to address facility priorities using an Asset Priority Index.	CAMP	Bill Phillips	Bill Phillips	07/31/2011

GOAL 4: Maintain a highly skilled and motivated workforce.

Goal 4 — Objective A Improve the organizational capacity by striving for excellence in recruitment and retention practices.				
1. Develop and implement an affirmative action plan to increase workforce diversity.	Working in alignment with Department of Personnel, develop an agency affirmative action plan and recruitment strategies to attract diverse applicants			
	DO	Cindy Colvin	Ngonyo Mwangi	11/1/2011
2. Expand management and supervision training.	Develop a mandatory supervisory training program Begin delivery of supervisory training modules			
	DO	Cindy Colvin	Cindy Colvin	2/1/2012
3. Improve the agency's hiring processes to ensure the best qualified candidate for every job	Conduct a business process reengineering project to improve permanent and non-permanent hiring processes to improve efficiency and minimize agency litigation risks			
	DO	Cindy Colvin	Cindy Colvin	11/1/2011
	Conduct a business process reengineering project to improve the new employee on-boarding process, including paperwork and orientation			
	DO	Cindy Colvin	Cindy Colvin	12/31/2011
4. Review and revise the agency's return to work policy and program for injured workers	Convene a team to evaluate and revise the agency return to work policy, procedures, and strategies for injured workers			
	DO	Cindy Colvin	Cindy Colvin	11/1/2011
Goal 4 — Objective B Improve work environments to respond to employee feedback.				
1. Continue frequent, candid communications with staff and respond to employee surveys and other staff feedback.	Implement regular review and follow up to completion of the 2009 Employee Survey Response Plan, including identifying activities that will no longer be conducted.			
	DO	Joe Stohr	Jaïr Reitsma	10/31/2011
	Program managers assess results of Annual Safety Survey and develop response plans to improve safety culture within the agency.			
	DO	Cindy Colvin	Katherine Waldrop	12/31/2011
2. Develop and implement actions to support workforce skills development and maintenance.	Develop a draft agency Training Plan that identifies required (mandatory) training, to include a Program-by-Program training matrix.			
	DO	Cindy Colvin	Cindy Lerch	12/31/2011
	Identify and expand low/no cost training and development options to enhance workforce skills maintenance and development.			
	DO	Cindy Colvin	Cindy Lerch	09/30/2011

3. Improve safety practices through training and accountability for meeting safety standards	Develop a supervisor safety training module within the new supervisor training program to provide supervisors and managers with the tools and knowledge they need to ensure a safe and healthful workplace.			
	DO	Cindy Colvin	Katherine Waldrop	12/31/2011
	Conduct supervisor safety training module and ensure supervisors and managers are equipped with the tools and knowledge they need to ensure a safe and healthful workplace.			
	DO	Cindy Colvin	Katherine Waldrop	06/30/2012